COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This instruction implements AFPD 36-22, *Military Training.* It complements AFRSI 36-2801, *Air Force Recruiting Service Awards Program,* and AFRSI 36-2201, *Air Force Recruiting Service (AFRS) Training Program.* It establishes and implements the Annual Training Conference Program for AFRS. It provides guidance to help commanders organize and execute an effective annual training conference (routinely referred to as the "annual") by providing general guidelines, minimum requirements for training, and considerations for conducting formal awards presentations at luncheons and banquets.

This publication does not apply to Air National Guard and Air Force Reserve Command units. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 37-123, *Management of Records,* and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) (available at **https://webrims.amc.af.mil**). See **Attachment 1** for a glossary of references and supporting information.

1. Purpose. The Annual Training Conference Program is designed to:

1.1. Afford all recruiting squadrons an opportunity to assemble squadron members at least annually to receive sales, recruitment program, ancillary, and functional training.

1.2. Afford squadron commanders an opportunity to conduct commanders calls, lead team-building activities, develop production strategies, and provide recognition to superior performers.

1.3. Provide AFRS senior leadership an opportunity to address field personnel on command issues, provide recognition to outstanding performers, and facilitate professional development of AFRS-assigned personnel.

2. Responsibilities:

2.1. AFRS/CC will provide broad guidance to this instruction, provide substitute guidance at his or her discretion, and approve an HQ AFRS representative for each squadron's annual banquet.

2.2. AFRS/CV will approve the annual location, guest speakers, and facility.

2.3. HQ AFRS/CCE will develop the schedule for HQ AFRS representation at each squadron's annual in coordination with AFRS/CV for AFRS/CC approval.

2.4. HQ AFRS/FM will provide additional funding guidance to field commanders and HQ AFRS staff (as required) for the annual, provide electronic spreadsheets to be used for cost-benefit analyses (**Attachment 2**), coordinate cost-benefit analyses of location nominations, provide AFRS/CV with group-commander recommendations location nominations no later than 1 April annually, and provide all squadron afterction reports and summary of costs associated with annuals for AFRS/CC review not later than 28 February annually.

2.5. HQ AFRS/PA will provide biographical sketches on AFRS personnel to squadrons on request.

2.6. HQ AFRS/RSO will maintain and update this instruction as OPR. HQ AFRS/RSOT personnel will assist at each squadron annual (as necessary), provide squadrons with audiovisual equipment requirements for AFRS representative presentations, and ensure AFRS-level annual production awards are available at each squadron's annual.

2.7. Each group commander will:

2.7.1. Approve subordinate squadron dates and agendas for annuals.

2.7.2. Approve squadron cost-benefit analyses and nominations for annual location and facility.

2.7.3. Consolidate and forward all squadrons analyses and location nominations to HQ AFRS/FM no later than 1 March annually.

2.7.4. Approve squadron requests for non-AFRS or nonmilitary banquet speakers and forward the requests to AFRS/CV for final approval by AFRS/CC.

2.7.5. Approve group personnel travel to annuals for the minimum number necessary to support a squadron's annual.

2.7.6. Be responsible for consolidating squadron commander annual training conference afteraction reports and submitting them to HQ AFRS/FM by 15 January annually.

2.8. Each squadron commander will:

2.8.1. Appoint a project officer, noncommissioned officer (NCO), and planning team.

2.8.2. Select potential locations for the annual.

2.8.3. Provides a cost-benefit analysis (**Attachment 2**).

2.8.4. Make recommendations to the group commander to ensure his or her recommendation arrives at HQ AFRS/FM not later than 1 March annually.

2.8.5. Approve the annual agenda for forwarding to the group commander for approval.

2.8.6. Ensure annual planning and execution complies with higher headquarters instructions and guidance.

2.8.7. Complete an annual afteraction report (**Attachment 3**) in time to permit group commander review and submit the report to HQ AFRS/FM no later than 15 January annually.

2.8.8. Maintain continuity information to support future annual planning.

2.9. Each squadron annual training conference project officer will oversee every aspect of the annual planning to include potential site selection, cost summaries, agendas, invitations, awards presentations, banquet and other event organization, very important person (VIP) transportation and lodging, protocol, safety considerations, and risk management assessment. For help in planning, see the checklist and timeline located at **http://www.rs.af.mil/annuals**.

3. Scheduling of the Annual:

3.1. Unless otherwise directed, the annual will be scheduled each year to begin not earlier than the Tuesday following the Columbus Day holiday and to end not later than the day before the start of the Veterans Day holiday. *NOTE:* If Veterans Day falls on a weekend or a Monday causing a three-day weekend, the annual must end on the day before the beginning of the holiday weekend.)

3.2. Scheduling the annual <u>after</u> the Columbus Day holiday allows time to complete selection of annual competition award winners and prepare and deliver awards to appropriate squadrons. Ending the annual <u>before</u> Veterans Day ensures that recognition for achievements in the past fiscal year is not unnecessarily delayed into the new fiscal year, enhances command-wide long-range planning, and permits AFRS personnel to participate in Veterans Day activities and enjoy the holiday period.

3.3. The annual will be scheduled to avoid any conflict with other commitments of the squadron (such as air shows and conventions) where squadron personnel must be present to represent recruiting interests. Applicants being shipped to basic military training (BMT) will not be rolled without permission of HQ AFRS/RSOP and coordinated through the respective group.

3.4. The annual's agenda should be planned for an approximate period of 48 hours to include the arrival day, two nights of lodging, and the departure day. For example, Day 1 includes lodging check-in with the formal agenda beginning at 1300. Day 2 continues the formal agenda. Day 3 concludes the formal agenda by 1300. Squadron commanders will obtain their group commander's approval for any squadron member to be billeted at the annual location for more than two nights (except for 314 RCS, 333 RCS, 361 RCS, and 369 RCS members traveling from outside of the contiguous 48 states).

4. General Requirements and Procedures:

4.1. An annual is a military event, and all activities will comply with traditional military decorum, policies, protocol, and safe practices. Military customs and courtesies will be observed throughout the annual, to include saluting when appropriate and calling the room to attention when a senior officer enters or departs.

4.2. The annual's agenda must include time for the AFRS/CC (or designated representative) presentation (1 to 1.5 hours), required ancillary training, and an awards banquet. (HQ AFRS/RSOT will provide the squadron with information on audiovisual equipment requirements for the AFRS representative's presentation.)

4.3. The AFRS/CC (or designated representative) presentation will be scheduled as a mandatory general session for all squadron members, military and civilian. Dress for scheduled activities will be the normal duty attire. *EXCEPTIONS:* Banquet dress will be mess dress or semiformal service dress for all military attendees and semiformal or business attire for civilian attendees. Social or team-building activity dress may be civilian casual or athletic attire as determined by the squadron commander.

4.4. In addition to general sessions, the annual's agenda may include breakout training sessions for attendees. Examples include sales training for enlisted accession recruiters, officer accession program review for officer accession recruiters, computer training for flight secretaries, and supervisor training for flight chiefs. However, breakout training sessions should not conflict with general sessions. To the maximum extent possible, all training and meeting sessions will take place at the establishment approved as the annual location.

4.5. Banquet speakers will normally be assigned from the HQ AFRS staff. AFRS/CC will attend as many banquets as possible. When AFRS/CC attends a banquet, he or she will be the banquet speaker unless prior arrangements are coordinated with the group commander and approved by AFRS/CC. When AFRS/CC is unable to attend a banquet, one of the following members of the AFRS leadership team will attend on AFRS/CC's behalf as the speaker (unless a preapproved guest speaker is scheduled) and as the presenter of AFRS-level awards: HQ AFRS/PA, CV, CCC, RSI, RSM, RSO, or RSX.

4.6. Squadrons will make requests for guest speakers and HQ AFRS representatives by memorandum to AFRS/CV no later than 1 July annually. All requests will be consolidated and presented to AFRS/CC for final approval. For military speakers, the speaker's organization must fund the TDY. For non-military speakers, invitational travel orders will be required. *NOTE:* Non-AFRS and nonmilitary guest speakers are best suited for awards luncheons or other awards assemblies; AFRS and military guest speakers are best suited for the awards banquet.

4.7. Squadron commanders will ensure appropriate attention to detail so guest speakers are afforded appropriate courtesies at all times. A guest speaker's presentation should be motivational and related to sales, recruiting, or overcoming personal obstacles. Guest speakers may take part in the awards presentation (optional).

4.8. A token gift may be presented to the speaker provided the monetary limits and appropriate funding restrictions for gift purchases are observed. A gift for an AFRS speaker is optional. If one is given, it should be a simple memento. Plaques, large framed pictures, large figurines, etc., should be avoided.

4.9. Training agendas may require higher headquarters support. Squadron commanders may request this support from the group staff or HQ AFRS, with group commander approval. Group commanders will request HQ AFRS staff support via the appropriate division chief or AFRS/CV. By-name requests for assistance from higher headquarter's staffs are discouraged. Squadron commanders are encouraged to invite military installation functional staff to support ancillary training sessions. Group commander approval for this support is not required.

4.10. Squadron commanders are encouraged to invite nonsquadron guests to all annual activities. Local military entrance processing station (MEPS) commanders, sister service recruiting commanders, Air Force Reserve Officer Training Corps (AFROTC) detachment commanders, host installation commanders, command chief master sergeants, and United States Air Force Academy (USAFA) liaison officers are examples of affiliates for consideration. Courtesy invitations may be extended to other AFRS personnel, but no AFRS commander, division chief, or supervisor may authorize TDY or permissive temporary duty for the sole purpose of attending or observing the event or to receive awards or recognition if he or she recently gone PCS from a squadron.

4.11. HQ AFRS-assigned officers who have never attended an AFRS-sponsored annual may attend one squadron annual during the first 12 months of their assignment. HQ AFRS/CCE will schedule these officers in coordination with squadron and group commanders. To the maximum extent possible, no more than two such officers will be allowed at any one annual. These officers will participate

in all squadron annual general sessions and observe as many breakout training events as possible. The intent of this effort is to expose HQ AFRS staff officers to field issues and challenges. Group commanders are encouraged to allow this same opportunity for group-assigned officers. *NOTE:* This is a single opportunity program. Neither HQ AFRS or group-assigned officers are authorized to attend an annual each year of their assignment unless directed by the appropriate commander to do so for the specific purpose of supporting of a squadron's training agenda.

4.12. Anyone from HQ AFRS who participates at any squadron's annual (and remains overnight the night of the squadron's awards banquet) will attend the squadron's annual awards banquet.

4.13. HQ AFRS/RSO will schedule a video teleconference each July or August for all squadron project officers and NCOs. This meeting will provide the latest guidance for the annual, review annual plan and lessons learned from the previous year's annual, and reinforce AFRS policies.

4.14. Awards presented at the annual banquet are limited to those prescribed in AFRSI 36-2801. Other awards not listed in this instruction should be presented at other events (for example, commander's calls, breakfasts, luncheons, etc.). Military decorations will not be presented at the annual banquet.

4.15. In accordance with AFI 40-102, *Tobacco Use in the Air Force,* Air Force personnel will not smoke in facilities except in designated areas that nonsmokers do not frequent. Squadron commanders may designate a smoking area to include outdoor areas, empty rooms, and infrequently used hallways in agreement with the annual facility manager. This policy exists for commercial establishments. Squadron commanders will resolve conflicts in favor of the nonsmoker.

4.16. Registration and conference fees for annuals are not authorized.

4.17. Per AFI 65-601, Volume 1, *Budget Guidance and Procedures,* appropriated funds may be used to provide light refreshments (for example, coffee, tea, milk, juice, soft drinks, donuts, bagels, fruit, cookies, chips, muffins, and similar items) during training days.

   4.17.1. Disposable serving items (plates, cups, and utensils) may also be provided to support the annual. A maximum of $2 per person per day (excluding travel days) may be expensed to provide attendees with light refreshments.

   4.17.2. Serving of refreshments is optional. The authority for serving refreshments does not extend to ice breakers or socials.

   4.17.3. Retirement ceremonies, promotions, pinning on ceremonies, commanders calls, and similar events are specifically excluded from using appropriated funds to provide refreshments to attendees. (*NOTE:* Authority exists within AFI 34-201, *Use of Nonappropriated Funds (NAFs),* to use special morale and welfare funds for those purposes.) Appropriated funds may not be used to support visiting VIPs.

4.18. A hospitality fee may be assessed to cover additional social amenities, mementos, souvenirs, etc. Payment of any hospitality fee by attendees is voluntary. Reimbursement of the hospitality fee is not authorized, and travel orders will not authorize such a fee.

5. Preparing for the Annual:

5.1. Attention to detail from the very beginning is fundamental to a successful squadron annual. See the checklist and timeline at **http://www.rs.af.mil/annuals** to help with the annual planning process.

This material is not all inclusive, but provides the direction necessary for a solid annual program. Preparation and execution of an annual require a team effort in long-range planning, preparation, and followup.

5.2. Every commander is encouraged to adopt a theme for the annual and relate every event to the theme. The squadron commander will appoint a project officer and planning team members for the entire conference 8 to 10 months prior to date of the planned annual.

5.3. For initial planning, the squadron commander, project officer, and planning team will thoroughly review this instruction and the squadron's previous year's annual afteraction report, critiques, and other continuity information.

5.4. The project officer will delegate the numerous tasks to planning team members and provide frequent updates to the commander on planning the status of annual. Commanders will provide guidance as necessary to keep the planning on track and ensure the spirit and intent of the planning complies with AFRS policies.

6. **Examples of Planning Team Makeup.** The following is an example of members of a planning team:

6.1. The operations flight commander might be considered as the overall project officer.

6.2. The marketing section might be responsible for the awards banquet, including the evening's agenda, printing of programs (optional), menu selection, selection of the master or mistress of ceremony, reservations, seating chart, and presentation music for the awards (if desired).

6.3. The support flight commander and staff might be responsible for conference and banquet facilities, lodging, transportation, per diem, and all other logistical requirements.

6.4. Training section personnel, might be responsible (preferred) for developing a training agenda tailored to the needs of the squadron.

6.5. Operations section personnel might be responsible (preferred) for the selection, ordering, preparation, and presentation of awards.

7. **Nominated Locations:**

7.1. Cost is a major consideration in selecting a location for the annual. Squadron commanders will submit a minimum of three bids through their respective group commander to HQ AFRS/FM for a cost analysis (paragraph **8.**). Once HQ AFRS/FM sends the cost analysis back to the squadron commander, he or she will forward the analysis through the group commander to the AFRS/CV for review and final approval. Military installations within 4 hours of squadron headquarters should be considered as potential location. Air Force policy is to use Air Force facilities for conference sites whenever possible.

7.2. Off-base sites being considered should be in good taste with adequate facilities reflecting a professional and comfortable environment to handle all of the conference requirements, ideally in a single complex. To the maximum extent possible, locations under consideration should minimize travel and per diem costs.

7.3. Before committing to or signing any documentation with a commercial annual location, contact the host-base contracting office or legal office and HQ AFRS/JA for a review of the vendor's proposal to prevent possible ratification actions or personal liability.

8. Financial Planning. Each squadron will provide cost estimates to HQ AFRS/FM for three possible locations for the annual. Not later than 31 December annually, HQ AFRS/FM will electronically transmit a cost analysis spreadsheet (similar to the sample in **Attachment 2**) back to the squadron to be used for analyzing each location. The following points should be considered in the planning process:

8.1. Military and civilian members are considered TDY if they are stationed outside the corporate city limits of the event location. Consult the local chamber of commerce for a map of the corporate city limits when making the decision of who will be authorized TDY funds. Appropriated funds may not be used to pay for meals of non-TDY personnel.

8.2. If it is more cost-effective, contract for lodging and/or meals for TDY personnel. Meals may only be contracted for TDY personnel on the stationary days. Ensure cost estimates reflect deductions for contracted meals on stationary days.

8.3. Data for annual location nominations must include separate lodging, per diem, transportation, and miscellaneous costs for squadron, group, and other attendees.

9. Visits of Senior AFRS Representative and Other VIPs. For these visits:

9.1. Develop a plan and follow it closely to ensure a positive squadron image is reflected. All AFRS representatives will work to meet and interact with as many squadron personnel as possible. These visits should be considered an opportune time for open dialogue and questions on Air Force and AFRS issues of interest to squadron members.

9.2. Designate a squadron POC to escort the senior AFRS representative. This POC will ensure the AFRS representative is appropriately met and transported from arrival at the airport (or other meeting point) to pertinent annual events and to his or her point of departure (as appropriate) in coordination with the AFRS representative.

9.3. Provide an advanced copy of the annual agenda to the senior AFRS representative (or the representative's secretary).

9.4. Provide a welcome package to include the following:

9.4.1. Welcome letter and pertinent safety information.

9.4.2. Agenda of events.

9.4.3. Official biographies or personal talker on squadron commander, superintendent, first sergeant, and distinguished guests.

9.4.4. List of squadron management personnel, positions, and phone numbers.

9.4.5. List of award winners for luncheon and banquet, as well as a list of winners of Operation Blue Suit or other major competition awards.

9.4.6. List of dress requirements by day and event.

9.4.7. Anecdotal remarks on select squadron members or human-interest items the senior AFRS representative should be aware of.

9.4.8. List of rooms and phone numbers of key personnel and other guests.

9.5. Ensure squadron commanders meet the senior AFRS representative unless alternative arrangements have been previously agreed on. Squadron superintendents should meet HQ AFRS/CCC.

Appoint a person of appropriate grade to meet other AFRS representatives supporting annual activities.

9.6. When using a military staff car for the AFRS/CC or another flag officer, ensure there is an appropriate star plate available. When using a General Services Administration (GSA) vehicle (preferred in metro areas), no star plate is required. Preplan the route of travel, and prepare alternative routes in case of unforeseen circumstances.

9.7. Ensure the driver of the vehicle is familiar with the area and the route to the annual location. Arrangements will include reserved parking (where possible), private waiting areas (if required), welcome signs (at base operations, main gates, etc.), and baggage assistance (if required).

10. Transportation:

10.1. Squadron members will normally travel to the annual in a government vehicle (GOV). Spouse travel to and from annuals in GOVs is authorized, but neither dependent children or significant others may travel in GOVs. Use of car-pooling with GOVs is encouraged to reduce costs. See AFRSI 24-301, *Management and Operation of Air Force Recruiting Service Motor Vehicles,* for further guidance.)

10.2. Overseas squadrons (314 RCS, 333 RCS, 361 RCS, and 369 RCS) requesting spouses be authorized to travel to the annual from an overseas location will be included in the annual location request (due to HQ AFRS/FM not later than 1 March annually), and HQ AFRS/FM will provide spouse travel information to HQ AFRS/RSOT.

10.3. No later than 1 May annually, HQ AFRS/RSOT will consolidate all squadron spouse travel requests and forward them to AETC/CV for approval. *NOTE:* There is no blanket authority for any spouse to travel to a squadron annual at government expense.

11. Lodging. Military installation lodging should be used to the maximum extent possible. When possible, billet VIP guests in distinguished visitors (DV) lodging, Preregistering VIP guests and prechecking VIP rooms are encouraged. A welcome package (paragraph **9.4.**) with a personal note from the squadron commander is appropriate. Welcome packages might include small quantities of snacks or beverages, but large snack or beverage assortments, large fruit baskets, or floral bouquets are discouraged. Because visitors will normally spend only one night and normally travel by air, oversized gifts are impractical and the funds might be better applied to other squadron needs.

12. Photography. Arrange for photographs to be taken at appropriate opportunities; for example, recognition ceremonies, awards banquet, commanders calls, squadron functions, etc. The marketing team should plan to use the unit camera for this purpose, although the squadron's support base may be able to support some functions. *NOTE:* A commercial photographer may be used for banquet photos, but may not be paid with appropriated funds.

13. Annual Training Agenda:

13.1. Because the principal reason for the annual program is training, a robust training agenda is essential for a successful conference. Typically, there are about 16 duty hours during an annual period, excluding the awards banquet. At least half of these duty hours will be devoted to training. This time does not include, meals, award presentations, commanders calls, or team-building activities. A

well-defined agenda will be developed indicating all activities to be conducted during the conference. Social events should be included on the agenda. Generally, breaks should be taken every 1 to 2 hours when natural breaks occur in the training agenda, rather than in every 50-minute block of training.

13.2. An effective training agenda is best developed by reviewing mission accomplishment data to determine what needs emphasis via training. Suggestions from the supervisors and other squadron personnel should be considered. Training block presentations must be effective, interesting, timely, and professionally done. Will speakers from the civilian sales world, HQ AFRS, group headquarters, MEPS, AFROTC, etc., are encouraged.

13.3. Group commanders will review and approve all squadron annual training conference agendas. Courtesy copies will be forwarded to HQ AFRS/RSOT by 30 September annually. For every squadron, the minimum training agenda should include appropriate ancillary training (OPR is the squadron first sergeant), sales training (OPR is the squadron training team), MEPS and operations process issues (OPR is the operations flight commander), support process issues (OPR is the support flight commander), and an HQ AFRS update briefing. Judicious use of time will permit adequate coverage of these various topics.

13.4. The following options will be considered in developing the training agenda:

13.4.1. Task out presentations well in advance of the conference.

13.4.2. Include quality of life issues affecting squadron and family members.

13.4.3. Encourage guest speakers from outside agencies or professions; for example, state troopers for driving safety, civilian sales leaders for sales presentations, motivational speakers for luncheons or other venues.

13.4.4. Break the squadron into small groups and rotate the groups around different training blocks (15 to 20 members per group).

13.4.5. Employ quality training techniques and supplement briefings and slide presentations with interactive programs. For example, use game show formats to invigorate participation, training, and esprit de corps.

13.4.6. Include sales fundamentals and time management refresher training by employing role-playing, videos, or expert advice from exceptional (or highly experienced) recruiters.

13.4.7. As a source of reference, provide a consolidated booklet for each attendee with key training and other information presented at the annual.

13.4.8. Gather feedback with critiques of each presentation and the function in general. Early critiques may be useful for midcourse corrections, and they are invaluable for developing plans for subsequent years.

14. Awards Banquet. The awards banquet is the culminating event for any annual. The atmosphere should be celebratory, but still remain professional. Complementary decorations and music are encouraged. The banquet format (buffet) is most suited to the awards program. Commanders will comply with the guidance on presentation of awards and funding limits for individual awards outlined in AFRSI 36-2801. Other programs (induction ceremonies, promotion and retirement ceremonies, military decoration, or periodic recognition presentations) are not authorized.

15. Afteraction Reporting:

15.1. Annual costs are an integral part of the AFRS TDY program. Accurate cost data is essential for routine reporting and long-range planning. HQ AFRS/FM will provide additional information for reporting requirements annually, as required. Afteraction reports (**Attachment 3**) must arrive at HQ AFRS/FM not later than 15 January annually. The squadron afteraction report will be completed and forwarded through the group commander in time to meet the HQ AFRS/FM suspense.

15.2. The checklist at **http://www.rs.af.mil/annuals** is useful for compiling the data needed to complete this report. Do not include costs associated with HQ AFRS attendees in the squadron submission. Cost data must include a separate breakout for group and squadron personnel. Group financial managers must report their costs, using the format in **Attachment 2**.

ROBERTUS C. N. REMKES, Brigadier General, USAF
Commander

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 36-22, *Military Training*

AFI 40-102, *Tobacco Use in the Air Force*

AFI 65-601, Volume 1, *Budget Guidance and Procedures*

AFMAN 37-123, *Management of Records*

Air Force Records Disposition Schedule (RDS)

AFRSI 24-301, *Management and Operation of Air Force Recruiting Service Motor Vehicles*

AFRSI 36-2201, *Air Force Recruiting Service (AFRS) Training Program*

AFRSI 36-2801, *Air Force Recruiting Service Awards Program*

Abbreviations and Acronyms

AFROTC—Air Force Reserve Officer Training Corps

DV—distinguished visitors

GOV—government vehicle

GSA—General Services Administration

MEPS—military entrance processing station

POC—point of contact

RSSF—Recruiting Service Support Finance

USAFA—United States Air Force Academy

VIP—very important person

Attachment 2

SAMPLE COST ANALYSIS MEMORANDUM (WITH A SPREADSHEET)

MEMORANDUM FOR (3XX RCG/CC)   *(Date)*

FROM: *(3XX RCS/CC)*

SUBJECT: 20XX Off-Base Annual Training Meetings

1. The attached annual sales training meeting package is forwarded for your review. We have complied with AFRSI 36-2802 and have attached cost information on the following off-site locations in order of preference:

    a.   Location #1

           Place:

           Dates:

           Total Cost: $

    b.   Location #2

           Place:

           Dates:

           Total Cost: $

    c.   Location #3

           Place:

           Dates:

           Total Cost: $

2. *(Include a brief narrative, justifying your reasons for requesting one site versus the others.)*

3. POC for our annual training meeting is _____, DSN XXX-XXXX.

                                _____

                                (Squadron Commander's Signature)

Attachment:

3XX RCS Annual Training Meeting Cost Analysis

1st Ind, 3XX RCG/CC   (Date)

TO: HQ AFRS/FM

(Recommendations—approved/disapproved)

                                _____

                                (Group Commander's Signature)

Attachment:

3XX RCS Annual Training Meeting Cost Analysis

3XX RCS ANNUAL TRAINING MEETING
COST ANALYSIS LOCATION #1

*(**NOTE:** This is a sample for Location #1. For more than one location, include a cost analysis for each.)*

1. Location   **Name:**   **XXX**

                         Address: (Include county)

                         Telephone   (Phone
                         Number: number for
                                           hotel listed
                                           above)

                         Point of   (Name of
                         Contact: POC at hotel
                                           listed above)

                         Per Diem
                         Rate: $109.00 $71.00 $38.00
                                           (Total)   (Lodging)   (Meals)

2. Total Attending (Number - Including Guests)   153

3. Personnel   **To Attend**   **In TDY Status**

	Squadron	Group	Guest		Squadron	Group	Guest
Enlisted	75	3	53		56	3	0
Officer	5	1	6		0	1	0
Civilian	7	0	3		3	0	0
Totals	87	4	62		59	4	0

4. Cost of Lodging Per Night

Double Rooms: $59.00   *(Use this rate if two recruiters are sharing a room.)*
Single Rooms: $49.00

5. Cost of Lodging

	# Rooms	# Nights	$ Cost Per Night		
Double Rooms:	14	2	59.00	=	$1,652.00
Single Rooms:	31	2	49.00	=	$3,038.00
Single Rooms:	4	1	49.00	=	$196.00
Total Lodging Cost:					$4,886.00

6. Cost of Per Diem

Day 1		Number	X	$ Per Diem		
Enlisted		59		28.50	=	$1,681.50
Officers		1		28.50	=	$28.50
Civilians		3		28.50	=	$85.50

Days 2 and 3	# Days	Number	X	$ Per Diem		
Enlisted	2	59		38.00	=	$4,484.00
Officers	2	1		38.00	=	$76.00
Civilians	2	3		38.00	=	$228.00

Day 4		Number	X	$ Per Diem		
Enlisted		59		28.50	=	$1,681.50
Officers		1		28.50	=	$28.50
Civilians		3		28.50	=	$85.50
Total Per Diem Cost:						$8,379.00

7. Miscellaneous Costs

Civilian Overtime:	$0.00
Meeting Rooms:	$550.00
Other Costs:	$0.00
Total Miscellaneous Costs:	$550.00

8. Cost of Transportation	**Squadron**	**Group**	**Guest**		
GOV Mileage Cost	$550.00	$70.00	$0.00	=	$620.00
Commercial Air Cost:	$3,300.00	$0.00	$0.00	=	$3,300.00
Other Travel Costs:	$180.00	$0.00	$0.00	=	$180.00
Total Transportation Costs:				=	$4,100.00

9. Event Cost Summary

Lodging Costs:	$4,886.00
Meal Costs:	$8,379.00
Miscellaneous Costs:	$550.00
Transportation Costs:	$4,100.00
Total Cost of Event:	**$17,915.00**

Event Cost Summary:	**Squadron**	**Group**	**Total**
Lodging Costs:	$4,494.00	$392.00	$4,886.00
Meal Costs:	$8,075.00	$304.00	$8,379.00
Miscellaneous Costs:	$550.00	$0.00	$550.00
Transportation Costs:	$4,030.00	$70.00	$4,100.00
Total Cost of Event:	**$17,149.00**	**$766.00**	**$17,915.00**

Attachment 3

FORMAT FOR AN ANNUAL AFTERACTION REPORT

A3.1. Afteraction Report. See **Figure A3.1.** for a 20XX annual training meeting afteraction report, **Figure A3.2.** for questions about the afteraction report, and **Figure A3.3.** for a sample memorandum for group travelers.

Figure A3.1. Format for an Annual Training Meeting Afteraction Report.

2004 AFTERACTION REPORT

3XX RECRUITING SQUADRON

		ATTENDEES	TRVL	PER DIEM	CONTRACT	MISC	TOTAL
LOCATION	DATES	TDY/NON-TDY	COST	COST	COST	COST	COST
Squadron							
Group		/	$	$	$	$	$
Other		/	$	$	$	$	$
(Specify)		/	$	$	$	$	$
Actual Totals		/	$	$	$	$	$
Approved Costs (as previously established)		$	$	$	$	$
Cost Difference			$	$	$	$	$

Explanation of Differences (See notes 1, 2, and 3):

NOTES:

1. Provide a detailed explanation of any major cost increase and/or decrease.

2. If actual costs exceeded the total approved costs, provide justification.

3. If contract costs or miscellaneous costs were incurred, specify the nature of these costs.

Figure A3.2. Questions About the Afteraction Report.

1. Have cost figures been compiled for an afteraction report?

2. Is the report submitted in the correct format?

    a.   Are the location and inclusive dates of the meeting annotated?

    b.   Is the total number of attendees listed (both TDY and non-TDY status)?

    c.   Have travel costs been identified? (Ensure GOV mileage costs are included.)

    d.   Have per diem costs been identified?

    e.   Have contract costs been broken out separately?

    f.   Have civilian overtime costs been identified?

    g.   Have any remaining costs been identified?

3. If actual figures differ greatly from the original cost estimate, has specific justification been provided?

4. Have any additional costs been identified that were not in the original package submission? (If so, explain.)

5. Has detailed justification been provided if total costs exceeded the approved amount?

6. Has the afteraction report been coordinated with the squadron RSSF?

7. Has the squadron commander signed the final report?

8. Was the afteraction report submitted to HQ AFRS/FM by the established due date?

Figure A3.3. Sample Memorandum for Group Travelers.

MEMORANDUM FOR 3XX RCS/RSSF   *(Date)*

FROM: 3XX RCG/RSSF

SUBJECT: Actual Costs for 3XX RCS Annual

1. The following information is provided to help you complete your afteraction report to HQ AFRS/FM:

    a.   Name of Traveler:

    b.   Dates of Travel:

    c.   Mode of Travel:

    d.   Travel Cost (TR, reimbursement for plane ticket, POV mileage, or GOV miles X $.10/mile):

    e.   Per Diem Cost:

    f.   Total cost:

2. Direct questions to (financial analyst, DSN XXX-XXXX, Commercial [XXX] XXX-XXXX).

                             _____

                              (Signature of RCG/RSSF)